

An Agenda for Navy Manpower, Personnel and Training R&D

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Assistant Secretary of the Navy
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The Challenge

- **Manpower, personnel and training consume almost 60% of the DON budget**
- **People are the critical multiplier for readiness and capability**
- **With limited resources, must make intelligent trades**
- **Success rests on developing solid knowledge of the dynamics of complex MPT processes**

Six Key Issues Facing DON

- *Effectively use the **total force** - require fewer people and make better acquisition/design decision with people in mind?*
- *Improve our ability to **recruit and retain** the right people for the right jobs*
- *Improve return from our **training** investment*
- *Improve **force management***
- *Optimize **compensation** and benefits*
- *Solve **organizational issues** that limit our ability to plan and manage effectively?*

Issue 1: Are we effectively using the human resources in the total force?

- ***Reserve component roles and missions***
- ***Balance automation and people***
- ***Restructure work to use people more effectively***
- ***Shore establishment requirements***
- ***HSI tools and modern classification schemes***
- ***Interface with personnel processes***
- ***Job performance attributes***
- ***Work center organization and command models***

Issue 2: How can we improve our ability to recruit and retain the right people for the right jobs?

- ***Recruit to retain***
- ***Expand selection criteria***
- ***More flexible career management***
- ***Streamline recruiting processes***
- ***Broaden recruiting market***
- ***Better understand reasons for joining and staying***

Issue 3: How can we get a better return from our training investment?

- ***Strengthen recruiter-RTC-assignment process***
- ***Execute the “training revolution” - technology***
- ***Reexamine front-loaded training***
- ***Strengthen job skill-training linkages***
- ***New system acquisition training***
- ***Outsource training opportunities***
- ***Leadership training***
- ***Civilian training investments***

Issue 4: How can we improve the way we manage the force

- ***Maximize useful workyears***
- ***Integrated supply-chain***
- ***Lengthen tours & reduce PCS***
- ***Manage deployments and I-Tempo***
- ***More force-shaping tools***
- ***Customer-centered processes***
- ***Alternative career lengths and patterns***
- ***More creative shore assignments***

Issue 5: What packages of compensation and benefits best achieves our requirements?

- ***Develop and advocate Navy/USMC -unique requirements***
- ***Flexibility in retirement***
- ***Maximize use of discretionary compensation***
- ***Better understand value of “soft” benefits***
- ***Maximize sailor choice***
- ***Enhance QOL to effectively meet needs***

Issue 6: How do we address organizational issues that limit our ability to plan and manage?

- ***Sense of urgency***
- ***Measure performance - of people and systems***
- ***Single voice for DON HR - better integration and coordination***
- ***Eliminate overlap and duplication***
- ***Plan for the future***
- ***Outcome focused metrics***
- ***Activity-based costing***
- ***HR as change agent***

How do we proceed?

- *Conferences -talk and listen to each other*
- *Force Management Oversight Council*
 - *Will include all DON HR leaders*
 - *Data base to share research findings*
 - *Performance measures and leading indicators*
 - *DON Research agenda to focus resources on most critical research that gives DON most leverage*

Strong relationship between HR leaders and researchers is a key component of success